

A: Position Details

Position Title/Role: Planner

Employer/Organization: [REDACTED]

Period of Employment: 29 months From: June/2012 (Part Time) To: November/2014
May 2013 (Full Time)

Reporting Relationships:

This position reported to: [REDACTED], MCIP, RPP, AICP, Associate, [REDACTED],
[REDACTED]

Subordinate positions that reported to this position: N/A

Planning Work Experience Summary:

Summary Description of planning working (activities and functions) performed:

As a planner with [REDACTED], I have undertaken planning due diligence assignments, assisted with highest and best use assessments, optimal use studies, secondary planning exercises, community services and facilities reviews, proposal (RFP, RFQ) submissions, land use inventories, public consultation exercises, site visits, regional and municipal policy reviews and growth outlook exercises. Day to day tasks include consultation with municipal staff and colleagues, research and analysis and policy review all in the context of land use planning and development in the Province of Ontario.

Summary Description of key projects and / or initiatives undertaken:

Project: [REDACTED] Facilities – Due Diligence for 2 Properties

Duration: August 2012 – June 2013

Project Description:

The scope of the project was to determine the potential for the development of a centre for the treatment, development, rehabilitation and support of children with disabilities. The project involved a rigorous due diligence assessment of the properties and their surrounding areas, the submission of several development concepts and ultimately the obtainment of municipal development approvals. The sites were located in the [REDACTED], at the northeast corner of [REDACTED] and the [REDACTED], at the southwest corner of [REDACTED].

Project Role:

I was responsible for gathering all relevant municipal/regional/provincial policy documents and undertaking an extensive review of the land use planning provisions and permissions for both sites in [REDACTED] and [REDACTED]. These included the Official Plan land use designations, zoning provisions and [REDACTED] Region Conservation Authority/[REDACTED] Conservation Authority requirements. Through this due diligence exercise, I was able to determine which planning applications needed to be submitted and which amendments were required in order for the development to go forward. I also reviewed the land uses and development applications surrounding the subject sites in order to understand the greater context of the area. Site visits were conducted, and I also attended the site staking, where the total developable area (tableland) was staked and the environmental features were identified (slopes, significant growth areas) for protection and preservation.

B: Practical Work Experience Links to Competencies

Competencies acquired, demonstrated or utilized in position and supporting evidence:

Specific Competency:

Plan and Policy Considerations (Environmental and Sustainable Development Issues):

I attended the site staking with the environmental consultants and [REDACTED] Region Conservation Authority, which identified the natural heritage features and significant landforms which needed to be preserved; and helped our team identify the development limits of the sites. This helped me understand the importance of protecting these environmental features and the consideration that is given to them during the planning and development stages of a project.

Plan and Policy Considerations (Functional Integration of Knowledge):

While completing the due diligence assessment for the two properties, I was able to comprehend and identify the interactions that occur during the planning stages of a project. These included an analysis of the surrounding transportation and municipal servicing network, the environmental functions, demographics and social structure of the area, land use designations and more; all which interact with one another and help determine the development potential of a site.

Plan and Policy Considerations (Diversity and Inclusiveness):

Following a review of the demographics and other data provided by [REDACTED], we were able to justify the need for these facilities, which provided support services to children with disabilities.

Plan and Policy Making (Obtaining Input and Approvals):

I prepared the zoning by-law amendment application and consulted with local landowners as well as City Staff to obtain the relevant approvals for development to commence. This project has helped me learn the importance of gathering local support by providing the public with accurate information via reports/presentations. This provided me with the knowledge on how to best present this information to City Staff. Facilities on both of these properties are being constructed.

Developments in Planning (Emerging Trends and Issues) & Leadership (Responsiveness and Influence):

This project made me realize the importance of planning for people with disabilities and the challenges and stigma that is involved/attached to it. Although some individuals take a "not in my backyard" attitude towards projects such as this, these facilities provide an essential service to those in need of it, and should be meticulously planned and placed in an area which is conducive to providing care and support. This project was forward looking in that it sought two larger properties to consolidate several smaller properties, all while increasing [REDACTED] outreach and ability to take on new patients.

Communication:

Consulting with City Staff and nearby land/homeowners, I was responsible for gathering comments and feedback. This responsibility included acknowledgement of the receipt of messages as well as understanding and organizing their communications.

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[REDACTED]

Subordinate positions that reported to this position: N/A

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Summary Description of key projects and / or initiatives undertaken:

Project: [REDACTED] Business Improvement Area (BIA)

Duration: May 2013 – July 2013

Note: For this project, I reported to [REDACTED] MCIP, RPP, PLE, [REDACTED]
[REDACTED]

Project Description:

This project was spun out of work that [REDACTED] landscape architect's had completed. As part of that project, [REDACTED] had suggested that the main street ([REDACTED] Street) through [REDACTED] undergo similar renovations to what [REDACTED] in [REDACTED] had recently experienced. This included a reduction of lanes from 4 to 2, and additional on-street furniture and amenities. The Planning team's scope of work included undertaking an update to the business inventory to determine employment turnover and current vacancy rates, as well as survey other BIAs in similarly sized, southern Ontario municipalities that have undergone recent changes/renovations to their downtown core. The overall goal of this project was to assess how businesses would be impacted during and after streetscape improvements. The geographic boundaries of this project were the boundaries of the [REDACTED] BIA.

Project Role:

I was responsible for gathering background information on the [REDACTED] BIA and conducting the update to the business inventory. Tasks included contacting individual store owners as well as communicating regularly with the BIA Director. I also created a questionnaire which was used to survey other BIAs that have recently undergone streetscape changes. The results of this questionnaire held the most weight with the [REDACTED] BIA members as they were able to visualize how streetscape improvements would benefit their businesses in the long run. An in-depth demographic

analysis was also completed for [REDACTED] and each of the surveyed areas, in order to provide the [REDACTED] BIA with key information related to population and income.

B: Practical Work Experience Links to Competencies

Competencies acquired, demonstrated or utilized in position and supporting evidence:

Interpersonal Skills (Integrity & Trust):

During consultation with the Business Improvement Areas, I was able to provide them with accurate details as to the nature of the questionnaire and what their responses will lead to, which corresponded to more willing participants.

Critical Thinking (Research & Analytical):

I collected primary data by creating and administering a questionnaire to various Business Improvement Areas across southern Ontario as well as secondary data from sources such as Statistics Canada. I successfully compiled, compared and portrayed the information in a manner which added value to the project and provided the [REDACTED] BIA with the information they sought.

Communications (All respects):

In completing this project, I used and improved my communications skills. I spent many hours on the phone and emailing various BIAs in an effort to gather relevant information and administer the questionnaire. I was effective in listening and understanding messages as well as providing relevant and accurate responses when necessary.

All information collected was then summarized and presented in a table-format and explained in detail to be included in the final report. All sources of information and data (primary and secondary) were integrated into the one final submission document.

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[REDACTED]

Subordinate positions that reported to this position: N/A

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Summary Description of key projects and / or initiatives undertaken:

Project: [REDACTED] Metropolitan Centre

Duration: May 2013 – Ongoing

Project Description:

This large-scale project includes numerous tasks such as a thorough policy review of the [REDACTED] Metropolitan Centre ([REDACTED]) Secondary Plan, representation at the Ontario Municipal Board on behalf of two major landowners and development block concept planning. The [REDACTED] is located just northeast of the Highway [REDACTED]/Highway [REDACTED] interchange and is expected to be transformed into the City of [REDACTED] downtown.

Project Role:

I was responsible for reviewing several municipal and regional policy documents and various draft iterations of the [REDACTED] Secondary Plan. The project focused on maintaining flexibility for development and included policy reviews with respect to land use designations, urban design policies, existing and planned road networks and environmental features. I was involved in stakeholder consultation sessions (e.g. [REDACTED] Renewal and proposed Section 37 policies) and attended various open houses and Committee/Council meetings throughout the entire process. As part of this project I have also:

- made written submissions to the City providing input into their proposed Section 37 policy;
- attended OMB mediation sessions and working group meetings;
- analyzed ongoing development applications in the area;
- conducted a pupil yield analysis which was used at the OMB to help determine the amount of schools that would be needed at the proposed build-out;

- researched examples of above-grade parking structures and how they could be integrated into office/residential-style developments;
- reviewed what sort of projects are eligible for Development Charge credits and vice versa;
- created block plans/development concept mapping; and
- monitored numerous ongoing City/Regional initiatives that will impact the [REDACTED] (i.e. Regional Official Plan reviews, [REDACTED] Renewal process, etc.)

B: Practical Work Experience Links to Competencies

Competencies acquired, demonstrated or utilized in position and supporting evidence:

Specific Competency:

Human Settlement (Influences on Communities)

The entire premise of this project is based on the development of a transit-oriented hub and how transportation influences growth. With the extension of the [REDACTED] into [REDACTED] (its terminus will be the [REDACTED]), and the Provincial Growth Plan for the [REDACTED] designating a large portion of the [REDACTED] as an Urban Growth Centre; the City has committed to creating a vibrant downtown over the next 25 years. As well, through various reviews of the [REDACTED] Secondary Plan, several policies which promote economic development (i.e. requiring a certain percentage of land to be used for employment purposes) and policies which will strengthen the City's provision of social services (i.e. 35% of all housing units need to be affordable), have been included. It is these policies that will ultimately influence and shape the [REDACTED].

Each of the aforementioned influences have their own individual effect on the planning and development framework, whether it be through increased heights/densities (zoning) due to the availability of transit and/or other provisions implemented at the zoning or site plan level stage (requirement for employment space and affordable housing).

History and Principles of Community Planning (History of Planning in Canada and Other Countries)

This project has had the largest impact on my career thus far. It has helped me learn how the planning framework has and continues to evolve in a primarily suburban area north of [REDACTED], and how [REDACTED] is using policy to guide its transformation into an urban area. Lessons learned from previous planning decisions have been implemented into the [REDACTED] Plan (i.e. prescribing minimum densities and height) in an effort to guide the transformation from low-density to medium/high-density. The City as well as all the stakeholders involved, including [REDACTED] have taken a conscious approach to alter the planning and development framework in the [REDACTED] compared to the larger City.

Governments, Law and Policy (Governments and Legislation)

This project has helped me understand how legislation and laws influence planning. While attending OMB mediations and observing the proceedings, I've been able to decipher how Provincial legislation such as the Planning Act has its impacts on planning, in terms of affecting timelines, notice dates, appeal practices, etc. The existence of such legislation serves as the basis for allowing landowners and stakeholders to appeal municipal decisions, presenting the opportunity for private sector and public sector planners (and other professionals) to collaborate and mediate, ultimately creating a plan that is acceptable to all involved parties and represents the public's best interest.

Policies and Application

The most significant portion of this project has been undertaking the policy review of different draft iterations of the [REDACTED] Secondary Plan and working with City Staff to reach an agreement on policies. This process has largely been overseen by an OMB mediator. These reviews as well as the mediation process have allowed me to be a part of the policy formulation and evaluation processes as well as be introduced to numerous tools and strategies for implementation (i.e. secondary plan, zoning provisions, site plan agreements). As well, in reviewing the Secondary Plan in its entirety, I have become familiar with the policy approvals process and how planners form recommendations and advise on proposed policy.

Plan and Policy Considerations (Environmental and Sustainable Development Issues)

I have and continue to monitor and review the [REDACTED] Renewal project, which is a municipal initiative to daylight portions of the watercourse and regenerate it back to a naturalized state. The regeneration of this channel will serve an important ecological function to the [REDACTED] as it will provide for a natural form of stormwater management and inherently add greenspace to the surrounding area. I have learnt that the planning undertaken throughout this initiative has led to discussions between the City, its consultants and stakeholders, all of which have generally been supportive of the project.

As an example, one of the issues related to the project is the loss of developable land and the subsequent loss of tax revenue (for the City); however the environmental gains of such an initiative will have profound impacts on the surrounding developments, aesthetically, ecologically and financially.

Plan and Policy Considerations (Functional Integration of Knowledge)

Through this project, I have witnessed the interactions between the various elements which make up an urban area and how they are guided/effected by policy. These elements include, but are not limited to: transportation, facilities, economics, social infrastructure, urban design, resource management and environmental protection.

Plan and Policy Considerations (Finance and Economics)

In completing this project and representing two major landowners, I've begun to comprehend the economics of development and the differences in perspective between the public sector (community oriented) versus the private sector (investment oriented).

Also, two tasks that I completed for this assignment have been a thorough review of DC eligible projects and [REDACTED] proposed Section 37 policy. This has given me insight into how municipal finance impacts local development.

Plan and Policy Making (Planning Approaches and Focus, Developing Visions and Outcomes)

The [REDACTED] project has helped me understand the differences between official plans, secondary plans, master plans, block plans, site plan control and many other tools that are used in large and small scale plan making. As well, on behalf of one of the landowners [REDACTED] represents, I have created block plans in accordance with municipal policy and regulations. These block plans may eventually be submitted to the City for review.

Critical Thinking (Research and Analytical)

While completing the pupil yield analysis and the above-grade parking structure research, I conducted research using various tools and methods. I collected information from the internet, through professional publications such as online journals and through phone-interviews, all in an effort to find the relevant information and conduct the analysis.

Interpersonal (Negotiation, Collaboration and Consensus Building, Conflict Management)

The entire process of mediation has been an exercise in all three of the above: negotiation, collaboration and consensus building and conflict management. Throughout the project we've negotiated with City Staff and collaborated with other landowners/stakeholders on policy reviews all while managing differing opinions in a professional manner.

Communication

Working on this project has allowed me to communicate often with municipal Staff and key stakeholders over different mediums as well as in person. It has taught me to be clear and concise in order to be effective and obtain relevant information.

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Reporting Relationships:

This position reported to: [REDACTED] MCIP, RPP, AICP, Associate, [REDACTED]
[REDACTED]

Subordinate positions that reported to this position: N/A

Planning Work Experience Summary:

Summary Description of planning working (activities and functions) performed:

As a planner with [REDACTED], I have undertaken planning due diligence assignments, assisted with highest and best use assessments, optimal use studies, secondary planning exercises, community services and facilities reviews, proposal (RFP, RFQ) submissions, land use inventories, public consultation exercises, site visits, regional and municipal policy reviews and growth outlook exercises. Day to day tasks include consultation with municipal staff and colleagues, research and analysis and policy review all in the context of land use planning and development in the Province of Ontario.

Summary Description of key projects and / or initiatives undertaken:

Project: [REDACTED] Community Services and Facilities Study

Duration: July 2013 – December 2013

Note: For this project, I reported to [REDACTED] MCIP, RPP, PLE, [REDACTED]
[REDACTED]

Project Description:

The main goal of this project was to undertake a review and update to the 2006 Community Services and Facilities Study completed for this area. As well, [REDACTED] was tasked with providing the City with:

- current demographic information and identification of service and facility levels;
- projected population growth/decline values;
- service gaps and priorities; and
- strategies for providing new social infrastructure and improving existing community service facilities, including funding strategies, and potential locations of new facilities.

This project took place in the City of [REDACTED], and the focus area was bound by [REDACTED] Street (north), [REDACTED] Street (south), [REDACTED] Street (west) and [REDACTED] Street (east).

Project Role:

I was responsible for completing an update to the community services and facilities inventory which was previously completed in 2006. In order to do this, I consulted with various agencies and service providers including [REDACTED], [REDACTED], [REDACTED] Public Libraries, child-care representatives and municipal staff. I researched and summarized into report format all newly built, recently approved and ongoing

development applications in order to ascertain the amount of growth and development that is to be expected in the area. This review informed the projected population values that were provided to the City. I also completed a thorough demographic review and analysis based on data provided by Statistics Canada. The findings of this study informed part of the City initiated [REDACTED] Built Form Study.

B: Practical Work Experience Links to Competencies

Competencies acquired, demonstrated or utilized in position and supporting evidence:

Specific Competency:

Human Settlement (Influences on Communities)

A large aspect of this project was the completion of a demographic review and analysis. The results from that were then used to analyze the programs offered at certain community facilities. In essence, this was used to determine where (new) locations could be placed, and identified programs that are in demand and/or will be needed in the future. I analyzed the influence that certain community services and facilities (CS&F) had on the surrounding area, and identified its target population group based on the programs offered.

Governments, Law and Policy (Governments and Legislation)

The findings of this study and other studies similar to it will help the City determine whether or not additional policy tools will be needed in order to sustain/improve the level of service standards provided in the Study Area. In this respect, the planning practice is ultimately influencing the legislative and policy framework for this area in the City of [REDACTED].

Plan and Policy Considerations (Diversity and Inclusiveness)

In completing a thorough review and analysis of the demographics, we were able to identify immediate and future needs for CS&F. Results of the demographic analysis demonstrated that the diversity of the population in the Study Area has led to an abundance of ethnically-specific and culturally-based social programs which strengthen the social fabric and encourage inclusivity within the community.

Plan and Policy Making (Planning Approaches)

This project informed a larger project being initiated by the City of [REDACTED]; the [REDACTED] Built Form Study. This CS&F was one planning instrument used in a larger scale planning effort.

Plan and Policy Making (Strategic Information Gathering and Analysis)

I was responsible for consulting with the service providers and obtaining the relevant information which was required in order to successfully complete the project. In understanding what key information was needed (i.e. usage rates, occupancy/vacancy/capacity values, programs offered, sources of funding, etc.) it helped me create a set of questions to guide these phone-interviews and gather the information in a timely, and organized manner.

Critical Thinking (Problem Solving and Decision Making)

Part of the project was the creation of recommendations to provide to the City which suggested methods of increasing funding sources for the CS&F. In doing so, we realized the high price of land values and the relatively low density at which current facilities are constructed. One of the problems identified was the future lack of CS&F that the City would face given future projection demands for the Study Area. To counter this, we recommended selling off specific City-owned properties (located within the Study Area),

on the condition that a community facility be constructed as part of the future development. The excess of funds from the land sales could also be used to improve existing community facilities and programs.

Critical Thinking (Research and Analytical)

My research and analytical skills were used throughout this project. In order to conduct a thorough analysis of the area's demographic composition, I had to compare all data available and relate it to the CS&F offered (i.e. growing population → what services would be anticipated; aging population → more senior services; etc.). I was able to proficiently analyze, compare and present my research in a manner which contributed to the completion of the project. We found that there was a shortage of child-care spaces, which would be exacerbated by an increasing population as well as an increase in employment space. There was also a shortage of programs geared towards young adults. With the built form in the area being predominately 1 and 2 bedroom condominiums and a younger demographic, it was determined that the City should place some funding in programs geared towards this age group. This project enabled me to research, compare, analyze and evaluate data, affording me the opportunity to improve my research and analytical skills.

Interpersonal (Diversity and Inclusiveness)

In speaking with numerous service providers in a relatively small pocket of the City and hearing and researching how many different community services are ethnically or culturally specific, it helped me realize how truly diverse this City is. The range of CS&F offered play a large role in making ██████ a cultural hub, and they help encourage inclusiveness by being publically funded and available to all.

Communications (Listening, Written Presentation, Information and Knowledge)

A significant portion of this project involved communication with service providers (as noted above), and exercised my capacity to listen and effectively retain information/messages. This information was then translated into written form to be included in the final report. I compiled statistical data available through Statistics Canada, primary data collected through informal surveys and phone-interviews as well as analyzed other data collected by the City. All these results were expressed in an articulate, organized and effective manner to inform and ultimately support ██████ recommendations.

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Summary Description of key projects and / or initiatives undertaken:**Project:** Planning Due Diligence and Highest and Best Use Assessment – [REDACTED] Property**Duration:** August 2013 - Ongoing**Project Description:**

At the time of the project, the City of [REDACTED] was undertaking its Municipal Comprehensive Review (MCR) for employment land conversion requests, as part of the City's 5-year Official Plan Review. The landowner requested that a Planning Due Diligence be completed for his property, followed by a Highest and Best Use Assessment. The subject property is located along the [REDACTED] Street corridor, near the street's intersection with [REDACTED] Avenue. The subject property was designated as 'employment land' in the City's Official Plan.

Project Role:

For this project, I completed a thorough review of the municipal policy framework and reviewed/analyzed/summarized the City's MCR process related to the conversion of employment lands. As well, a significant portion of this project included consulting with municipal staff throughout the length of the Official Plan Review process. I also researched surrounding employment land conversion requests and development activity to understand how the broader area was changing. One of the main concerns with the site is the fact that it borders an active rail line. Throughout the process of completing the assignment, I researched railway setback limits and design criteria for developing in close proximity to a rail line. This research included finding and monitoring other development applications within [REDACTED] that shared this in common with the [REDACTED] site.

B: Practical Work Experience Links to Competencies

Competencies acquired, demonstrated or utilized in position and supporting evidence:

Policies and Application

A significant part of this project that I undertook was an evaluation of the current policy framework and the proposed changes coming as part of the Official Plan Review. In doing this, I was able to further comprehend the City's methods for implementing public policy, and the process by which these policies are revisited, evaluated and put back into practice. The 5-year mandatory Official Plan review is the vehicle that the municipality uses to complete this process. With specific regard to employment lands; the City reviews all requests to convert the designated lands to another land use. This is done so that the City can determine the merit of each request and grant conversions on a site-by-site basis. It is a tool the City has for implementing and monitoring its employment land policy.

Finance and Economics

In completing the highest and best use assessment for this site, I have been privy to the economics of development and the differences between private and public perspectives. Through our recommendations, it has become evident that the development potential of the site warrants additional studies, which are currently being prepared for the client via a proposal call process.

Plan and Policy Making (Strategic Gathering and Analysis)

For this project I collected, monitored and summarized an abundance of information to be included in the final submission document. This comprised a review of the relevant policy framework (Official Plan, Zoning By-law, Provincial plans) collection and analysis of the nearby requests for employment land conversion and development applications. Also, since the site borders an active railway line, I researched and reviewed documents such as the Federation of Canadian Municipalities and the Railway Association of Canada's "Guidelines for New Development in Proximity to Railway Operations" and spoke to City representatives. In doing this railway research, I found several recent and ongoing development applications with similar issue which have been continually monitored.

All of the information gathered was used to inform and support [REDACTED] recommendations and effectively enabled us to critically assess the highest and best use for the site.

Critical Thinking (Research and Analytical)

For this assignment, multiple methods were used in order to find relevant information and conduct my analyses. These methods included collecting information from secondary data sources as well as communicating with municipal representatives. The most significant portion of the project which was researched, was the development and design criteria for constructing in close proximity to rail lines. The knowledge that was gained through reviewing numerous recent and ongoing development applications and the 'Guidelines' document helped form the basis of [REDACTED] recommendations.

Critical Thinking (Innovation and Creativity)

By researching and analyzing different methods of development and mitigation measures used in close proximity to rail corridors, we were able to put forth recommendations that were innovative and creative which may impact future decision making. The use of a "crash wall" (i.e. a concrete barrier that is integrated into the design of the building, which allows for additional functional space such as a parking garage) was an innovative solution which may be implemented onto the site in order to increase the developable area, thus making redevelopment on this urban parcel feasible.

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Summary Description of key projects and / or initiatives undertaken:

Project: [REDACTED] Secondary Plan Area Study – Phase One

Duration: April 2014 – August 2014

Project Description:

The main goal of this project was to undertake a review of the planning framework to determine if a Secondary Plan or a different form of localized policies was necessary to guide future planning and development of the 15.6 hectare study area. The geographic focus of the project was the apartment neighbourhood just north of the [REDACTED] Shopping Centre, centred around [REDACTED] and [REDACTED] Blvd, in the City of [REDACTED]. The surrounding environs were included in this analysis for contextual purposes only. The contextual study area was bound by [REDACTED] Avenue to the west, [REDACTED] River to the east, [REDACTED] Avenue to the north and [REDACTED] Street to the south.

Project Role:

I was responsible for gathering background information and gaining/monitoring community feedback. Tasks included assisting in the facilitation of public open houses, stakeholder and working group meetings with the Project Manager, producing minutes and organizing all received comments in a workable matrix. Background information such as Official Plan policy, zoning permissions and regulations as well as guiding documents/studies was analyzed in the context of a strengths-weaknesses-opportunities-threats analysis. Essentially, this project was done to determine if future development in the area could be planned within the existing policy framework or if a more localized framework was needed. I also completed a demographic analysis for the area in comparison to the City (2001-2011 Statistics Canada data) and an inventory of community services and facilities for the larger study area. Findings were produced in a report document and submitted to City Planning. This report was adopted by Council and initiated a Phase 2 study to develop more localized policies to guide future growth.

B: Practical Work Experience Links to Competencies

Competencies acquired, demonstrated or utilized in position and supporting evidence:

Specific Competency:

Policies & Application

As part of this project, we undertook an extensive evaluation of the area's existing policy framework and the current tools/strategies which the City is using to implement its policy. This policy review led to an in-depth analysis of other methods and tools which could have been used to guide future development and planning in the Study Area. These included looking into the feasibility of adopting a secondary plan, site and area specific policy, interim control zoning by-law, etc.

Plan and Policy Considerations (Functional Integration of Knowledge)

I gathered all relevant background information for the lands, including details on the policy framework (local and provincial policies), demographic statistics, community services and facilities and available planning tools. All this knowledge was strategic in making an informed and professional policy recommendation which best suited the area.

Finance and Economics

By attending both stakeholder and working group meetings which allowed for landowners and the public to speak freely, the differences of perspectives between the private and public sector was quite evident. Both parties were in support of the project, and an enhanced policy framework for the area, but their ideals and goals of this enhanced framework differed. Examples include landowners seeking less-strict rental housing provisions and increased height/density parameters whereas residents preferred to have the area redeveloped at the same height and density scale that exists there today.

Plan and Policy Making (Strategic Information Gathering and Analysis)

Throughout the project, evaluations took place comparing the existing policy framework (Official Plan) to other tools/strategies (localized policy) which could potentially be implemented. Taking all this background research and putting forth a well-researched and supported recommendation for the City to implement was based off knowledge gained from thorough analyses of different policy tools.

Critical Thinking (Issues Identification)

Building upon the feedback gathered throughout the public consultation process, I was able to further identify issues once I completed certain aspects of the project (i.e. demographic analysis, community services and facilities review). Also, it enabled me to simplify and categorize issues into a format which provided input to the final report.

As well, throughout the process, members of the public had difficulties comprehending the difference between a Provincially designated 'Urban Growth Centre' and the City of [REDACTED] land use designation which encouraged growth (the 'mixed use' designation in the City Official Plan). This issue was then identified and thoroughly explained through PowerPoint presentations, policy explanations and case study examples.

Interpersonal Skills (Facilitation, Integrity & Trust, Collaboration and Consensus Building)

During public consultations, I gained skills and an understanding in facilitating public meetings of large groups of people and reading the audience. The purpose of these meetings was to collaborate with public and reach a common goal. I also learnt that a key component of facilitating meetings of this style is to earn the trust of the group before you, by providing honest and objective opinions/views to the public.

Communication (Listening)

During the public consultation phases, I gained listening skills and learnt how to decipher and categorize comments into a workable format that provided valuable input to the final analysis and recommendations. I was also responsible for recording questions, comments, and creating minutes which were made public by the City of [REDACTED].

Professional/Ethical Behaviour (Professionalism)

Throughout the public consultation process there were instances of mistrust and false allegations about the project scope; truncated project timeline and municipal budget constraints. There were also moments of aggressive behaviour displayed by some members of the public. In an effort to curb this, all explanations and answers provided by myself and the rest of the [REDACTED] team were given in a professional and honest manner. I realized early on in the process the importance of building a relationship based on honesty and trust with the public and the working group members, which played a large role in successfully coming to a project conclusion.

A: Position Details**Position Title/Role:** Planner**Employer/Organization:** [REDACTED]**Period of Employment:** 29 months From: June/2012 (Part Time) To: November/2014
May 2013 (Full Time)**Reporting Relationships:****This position reported to:** [REDACTED] MCIP, RPP, AICP, Associate, [REDACTED]
[REDACTED]**Subordinate positions that reported to this position:** N/A**Planning Work Experience Summary:****Summary Description of planning working (activities and functions) performed:**

As a planner with [REDACTED], I have undertaken planning due diligence assignments, assisted with highest and best use assessments, optimal use studies, secondary planning exercises, community services and facilities reviews, proposal (RFP, RFQ) submissions, land use inventories, public consultation exercises, site visits, regional and municipal policy reviews and growth outlook exercises. Day to day tasks include consultation with municipal staff and colleagues, research and analysis and policy review all in the context of land use planning and development in the Province of Ontario.

Summary Description of key projects and / or initiatives undertaken:**Project:** Highest and Best Use Study Update – [REDACTED] Property**Duration:** July 2014 – September 2014**Project Description:**

This project was an update to a Highest and Best Use Study that [REDACTED] had initially completed in 2008. Due to recent changes in municipal policy, land values and a large-scale downtown revitalization taking place in the City, the landowner requested that the previous study be updated. The property is located at [REDACTED] Street in downtown [REDACTED], within the City's provincially designated Urban Growth Centre. The project included a review of the provincial and municipal policy and regulatory framework, the area's demographics and an update on surrounding land use and development activity. [REDACTED] also provided recommendations on the site's highest and best use and presented an estimated land value based on historic surrounding land sales, property tax assessments and current property listings.

Project Role:

For this project I was responsible for undertaking a review of the provincial and municipal policy and regulatory framework for the site. Provincial documents included the Provincial Policy Statement and Growth Plan whereas municipal documents included the [REDACTED] Official Plan, Downtown Community Improvement Plan, Downtown Master Plan, [REDACTED] Intensification and Implementation Plan and the City's Zoning By-law. As well, I conducted a demographic review of the downtown area of [REDACTED] in comparison to the larger City using data from Statistics Canada at the census tract level. This review included information on population and age, visible minority, aboriginal population, education levels and household income. The demographic analysis also consisted of an extensive review of existing versus projected student population numbers, considering that post-secondary institutions play a significant role in [REDACTED] downtown. I collected information on recent development activity within the downtown core, determining the amount of recent and ongoing residential/non-residential square footage through development permit information and speaking with municipal staff. As well, in order to complete the land value assessment, I reviewed recent land transactions and current property listings using a variety of

online tools, sources and speaking with local real estate representatives. All of the information I gathered was summarized into report-format to be included in the final submission to the client.

B: Practical Work Experience Links to Competencies

Competencies acquired, demonstrated or utilized in position and supporting evidence:

Human Settlement (Influences on Communities)

In completing the provincial and municipal policy review, I was able to understand the relationship between the two governments, and see how Provincial policy affects land use planning decisions at the local level. As an example, due to the site being within the provincially designated 'Urban Growth Centre', intensification and revitalization is encouraged. In this instance, this influence from the Province may play a role in shaping and guiding the physical design of this site and ultimately downtown [REDACTED].

Policies and Application

Through the provincial and municipal policy review that was undertaken for this project, I learnt the array of tools and strategies that the City of [REDACTED] has employed to guide the revitalization and future development of its downtown core. It is evident that these different tools and strategies were used for their specific planning contexts (i.e. the use of a Community Improvement Plan to stimulate development by offering financial incentives). Also, when summarizing the policy and regulatory framework for this project, myself and other members of the project team advised on the policies stating how they may affect the site's redevelopment.

Plan and Policy Considerations (Diversity and Inclusiveness)

For this project, I undertook an extensive demographic analysis. This review included an analysis on the City's current and projected student population in an effort to determine whether or not student housing could be contemplated for the site. In addition, the large Aboriginal population currently present in [REDACTED], and the site's proximity to the [REDACTED] Reserve required us to include a review of the Aboriginal population within our demographic analysis.

Finance and Economics

By completing this project for a private landowner, it was easy to see his interests versus the interests of the municipality. He was looking to maximize the development potential of his property whereas the City was looking to abide by the site's provisions and maximize community benefit. Our role, as planners was to set aside all differences and determine the site's highest and best use by being subjective and taking into account all necessary policies and provisions.

Plan and Policy Making (Strategic Information Gathering and Analysis)

My involvement in this assignment was based on my ability to gather and analyze information. Through past project experiences, I have been able to gather and effectively disseminate information that has been needed, and this project further improved these skills. I used several forms of media to gather the information required which was then analyzed using Excel and other computer programs and finally summarized into written format. All of the information presented in the final submissions was used to inform and support our recommendation of the site's highest and best use.

Developments in Planning (Emerging Trends and Issues)

This project was an update to a study completed in 2008. The entire premise of the project was to update the previous study based on new trends and issues that were raised due to changes/updates to provincial and municipal policies and plans. In an effort to monitor this, a significant portion of the project consisted of a policy review. Also, due to the recent changes in policy providing for more development flexibility, it was assumed that the property value assessment may have changed. This led to the updated land value assessment based on surrounding recent land transactions, property tax assessments and current property listings. In providing recommendations on the highest and best use of the property, we were assessing the site's potential to apply to provincial and local plan's as well as stating any innovations and improvements that could be made to the policy in order for the site to developed in a manner which adds the most community value.

Critical Thinking (Research and Analytical)

I used different methods (i.e. – internet search, contacting staff and real estate professionals, review of hardcopy information) to find all the relevant information needed in order to conduct a proper analysis on the policy framework, demographics and land value assessment. When information was provided from multiple sources, it was compared for accuracy and all cause/effect relationships were identified; prior to being disseminated and summarized for the final document.

Communications (Written and Oral Presentation, Information and Knowledge and Use of Information Technology)

For this project, I communicated with a number of municipal staff members as well as local real estate representatives expressing my thoughts and ideas in a verbal manner which were clear, effective and organized. This helped me gather the relevant information in a timely manner. As well, all of the information and data collected via phone, online or other sources of media were disseminated and summarized into a report- format for final submission.

Leadership (Responsiveness and Influence)

By providing the client with a highest and best use assessment of their property, we created a vision for the property based on anticipated needs in downtown [REDACTED]. With an active dialogue between municipal staff and the landowner throughout the course of the project, [REDACTED] effectively engaged all involved stakeholders in order to provide a realistic and well-researched opinion on the future proposed use of the site.